

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Promotion Panel Evaluations of Secretarial  
and Clerical Employees

FROM:

Chief, Policy and Programs Staff/OP  
1006 Ames

EXTENSION

NO.

DATE

29 July 1982

TO: (Officer designation, room number, and  
building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALSCOMMENTS (Number each comment to show from whom  
to whom. Draw a line across column after each comment.)

1. DD/PA&E 29 JUL 1982 *B* The attached is the result of
2. *[Redacted]* review of the
3. EA/OP 87 JUL 1982 *[Signature]* Secretarial and Clerical Promotion  
5E58 Hqs PMAB issue raised at the January  
1982 PMAB meeting. We believe  
PMAB review of this issue is more  
feasible than P&PS doing a Precepts-  
type in-depth study.
- 4.
5. *[Signature]* *[Redacted]*
- 6.
7. *Done PMAB Topic* *[Signature]*
8. *yes*
- 9.
10. DD/PA&E 2 AUG 1982 *B*
- 11.
12. C/P&PS 2 AUG 1982 *8/2 i*
13. *Lead - for - see me pls -*
- 14.
15. *Levest for [Redacted] file*

SECRET

D/Pers

82-7708

29 July 1982

MEMORANDUM FOR: James N. Glerum  
Director of Personnel

FROM:

[Redacted]  
Chief, Policy and Programs Staff

SUBJECT: Promotion Panel Evaluations of Secretarial  
and Clerical Employees

1. Background: The Personnel Management Advisory Board (PMAB) met on 6 January 1982 to discuss the Personnel Evaluation Precepts Review Report (Precepts Report). At this meeting, it was decided that the Office of Personnel should study a number of issues and suggestions raised in this Report, one of which was to discontinue promotion panel evaluations of secretaries and clericals GS-05 and below. P&PS researched this topic, reviewed files concerning the genesis of the secretarial/clerical panels, and received input from the Directorate Senior Personnel Officers, who in turn provided us with feedback from their component personnel officers. The DDS&T and the DDI Career Management Staffs have, in fact, recently conducted surveys of their clerical/secretarial employees on related issues. (AIUO)

2. Discussion:

A. Throughout the years, Agency secretarial employees, particularly the Senior Secretaries, have voiced concern with their evaluation and promotion system, with opportunities for career development and with their career counseling. They have also expressed dissatisfaction with the perceived differential treatment they receive in areas of personnel procedures and evaluation systems vis-a-vis professional employees. Various solutions to these problems have been suggested and effected in the past ten years with varying degrees of success. In 1978, in the era of "uniformity" across Directorates and for all types of Agency personnel--clerical, professional, technical--the Senior Secretarial Panels were established. Although the Senior Secretaries, at the time, actively sponsored the initiation of these Panels, the more junior clerical and secretarial employees provided little or no input to this system. In fact, a secretarial/clerical panel system for these employees was added at a later date, to conform to the Senior Secretarial Panel System. Since I&AB/OP statistics show that approximately 10 percent of Agency employees are in the GS-01 - GS-06 clerical/secretarial range, any changes in their evaluation system would have a significant impact. The following chart gives current figures by Directorate and by GS level:

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B. The clerical/secretarial panel system has now been in effect for several years. According to the Precepts Report, many managers believe that convening formal panels to evaluate lower-graded secretaries and clericals is an unnecessary and time-consuming effort. A formal panel procedure is not even being followed in some components. The Senior Personnel Officers confirmed that in most cases, the lower-graded secretaries themselves prefer their own supervisors rather than a panel, whose members might not know them, to rank and rate them. Those offices where the panels serve a useful purpose, for example where secretaries transfer frequently, or where both managers and secretaries favor the panel system, do use them, and would like to keep them. Until 1977, [redacted] stated that: "Employees in grades GS-08 and below may be evaluated for the purpose of promotion at any time that Heads of Career Services consider it appropriate, but at least annually. As the assessment function is important for such personnel, use of comparative evaluation is recommended." The current regulation requires all employees to be comparatively evaluated. (AIUO)

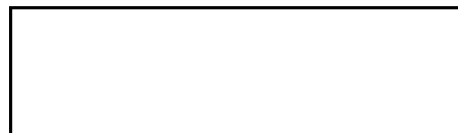
25X1

3. Recommendation:

A. Based on our review and research and, in particular, on input from the lower-graded secretarial and clerical employees themselves, and their managers, it is our conclusion that there is some merit in considering a change of policy for at least GS-06 and below secretarial and clerical employees. De-formalizing the evaluation process for GS-07 and GS-08 secretarial and clerical personnel probably is unwise but there is evidence that a policy for GS-06 and below that provides optional use of a formal mechanism would be acceptable. (AIUO)

B. We recommend that this issue be presented to the PMAB for review with a view towards either reaffirming the existing policy or obtaining DDCI approval for a change. (AIUO)

*yes*  
*[Signature]*



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